

AGENCY NAME:	SC Workers' Compensation Commission		
AGENCY CODE:	R080	SECTION:	

**Fiscal Year 2015-16
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	The mission of the South Carolina Workers' Compensation Commission is to provide an equitable and timely system of benefits to injured workers and employers in the most responsive, accurate, and reliable manner possible.
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AGENCY VISION	The vision of the SC Workers' Compensation Commission is to judiciously consider the facts of each case and render decision based on the application of those facts to the law; for all stakeholders to be treated fairly and equitably and in a timely manner; to have an organizational culture that promotes efficiency and effectiveness; and to always keep in mind each case involves a human being.
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Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

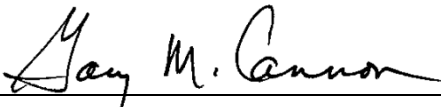
RESTRUCTURING RECOMMENDATIONS:	
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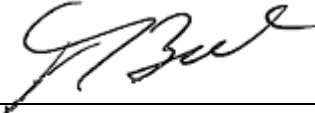
Please identify your agency's preferred contacts for this year's accountability report.

	<i><u>Name</u></i>	<i><u>Phone</u></i>	<i><u>Email</u></i>
PRIMARY CONTACT:	Gary M Cannon	803-737-5726	gcannon@wcc.sc.gov
SECONDARY CONTACT:	Sandee Sprang	803-737-5685	ssprang@wcc.sc.gov

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I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):		
(TYPE/PRINT NAME):	Gary M. Cannon	

BOARD/CMSN CHAIR (SIGN AND DATE):		
(TYPE/PRINT NAME):	T. Scott Beck	

AGENCY'S DISCUSSION AND ANALYSIS

Established in 1935 as the South Carolina Industrial Commission, the South Carolina Workers' Compensation Commission is charged with administration of the South Carolina Workers' Compensation Act (the Act) found in Title 42 of the Code of Laws of South Carolina. In accordance with the Administrative Procedures Act, the Commission also promulgates rules and regulations necessary to implement the provisions of Title 42. Every South Carolina employer and employee, with certain notable exceptions, is presumed to be covered by the Act. The system is based on a "no-fault" premise. The Act establishes "loss parameters" that limit the employers' losses to defined amounts while ensuring workers in South Carolina receive quality medical treatment and compensated wages if injured in the workplace.

Employers covered by the provisions of the Act are required to maintain insurance sufficient for the payment of compensation, or they may become self-insured by furnishing the Commission satisfactory proof of their ability to pay the compensation in the amount and manner due an injured employee. The South Carolina Department of Insurance is responsible for approving rates and classifications for all workers' compensation insurers.

The workers' compensation insurance premiums paid in 2015 totaled \$1.05 billion. The commercial insurance is 69% of the market share, self-insurance calculated premium is 24% of the market share and the State Accident Fund is 7% of the market share. The SC Department of Insurance reported \$17.6 million in Workers' Compensation Insurance Premium tax was paid to the General Fund in FY2015-16.

ORGANIZATIONAL STRUCTURE

Workers' Compensation Commission has a total of 64 authorized positions. During FY15-16 the Commission employed 54 FTEs and six temporary employees; 8 unclassified positions and 46 classified positions.

Commissioners

The Commission consists of seven Commissioners appointed by the Governor with the advice and consent of the Senate for terms of six years. The Governor designates one commissioner as Chairman

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for a term of two years. The Chair is the chief executive officer of the Commission and responsible for implementing the policies established by the Commission in its capacity as the governing board. In its judicial capacity the Commissioners are responsible for hearing and determining all contested cases, conducting informal conferences, approving settlements, and hearing appeals. During FY2015-16 the Governor reappointed Commissioner T. Scott Beck to the Commission as Chairman for a term beginning on June 30, 2016 through June 30, 2018; reappointed Commissioner Melody L. James as Commissioner for a term commencing June 30, 2016 through June 30, 2022; and reappointed Commissioner Susan S. Barden as Commissioner for a term commencing June 30, 2016 through June 30, 2022. An organization chart is located at the end of this section.

Administration

The Commission's annual operating budget is categorized in five departments in the Annual Appropriations Act: Administration, Commissioners, Judicial Management, Insurance and Medical Services and Claims. The department directors report to the Executive Director. The Executive Director is responsible for direct oversight of the administrative support services, human resources, budgeting and finance, procurement, facility management and legal services. These services were transferred to the Executive Director during fourth quarter of FY2015-16. Information Technology (IT) Services function is budgeted under Administration in the Appropriations Act, however the department operates like the other functional departments where the department head reports to the Executive Director. The IT Director reports to the Executive Director.

Insurance and Medical Services (IMS)

The IMS Department is divided into three divisions: Coverage and Compliance, Medical Services and Self-insurance. The Coverage and Compliance Division maintains records for employers' workers' compensation insurance and ensures employers required to carry insurance under the Act obtain and maintain the insurance coverage in compliance with the Act. The Coverage Division received and established 63,942 claims during FY2015-16 an increase of 1.5%. The Compliance Division conducts investigations on uninsured employers to determine if they are subject to the Act. During FY2015-16 the division increased the number of investigations by 14%. This resulted in 323 employers being compelled to come into compliance with the Act. An estimated 3,000 workers previously without workers' compensation coverage are now properly covered. As a result of compliance violations, the division collected \$902,128 in fines.

Under certain conditions, South Carolina employers may self-insure against losses resulting from on-the-job injuries. Qualifying and regulating the self-insured employers is the responsibility of the Self-Insurance Division. This division administers the employers' self-insurance programs by processing applications for an employer's self-insurance and monitoring self-insured employers to ensure compliance with the financial requirements established in the Act. During FY2015-16 the division received 256 applications to self-insure. The Commission approved 252. To ensure continued compliance, the division performed audits on 50% of the self-insurers. As of June 30, 2016 there were 2,160 self-insured employers including the self-insurance fund members. The division collected \$4.8 million in Self-Insurance Taxes and remitted \$2.4 million to the State General Fund

The department's Medical Services Division is responsible for the oversight of the Medical Services Provider Manual, Pharmacy Fee Schedule, Ambulatory Surgery Center Fee Schedule, and Hospital In-Patient Fee Schedule. The medical fee schedules establish a maximum allowable payment medical service providers may charge. The fee schedules are updated annually in conjunction with the Resource

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Based Relative Values published annually by the Center for Medicare and Medicaid Services. The Commission updated the Medical Services Provider Manual in FY2015-16, which is in line with the second goal of the Commission, controlling the cost of the system. Total cost of medical expenses reported on cases closed during FY2015-16 totaled \$333.9 million, an increase of 4% when compared to FY14-15 (Line 14, Performance Measurement). The Consumer Price ex Index for All Urban Customers: Medical Care increased by 4% (US. Bureau of Labor Statistics, Consumer Price Index for All Urban Consumers: Medical Care [CPIMEDSL], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/CPIMEDSL>, September 13, 2016). The average cost of a claim closed during FY2015-16 totaled \$14,120. Medical expenses accounted for \$5,261 per claim and compensation totaled \$8,859 per claim.

Judicial

The Judicial Department oversees the disposition of cases for hearings with contested matters and scheduling cases for informal conferences. This includes monitoring cases being mediated, preparing cases with contested issues for individual Commissioners' hearings, preparing case files and dockets for Full Commission Appellate Reviews and scheduling and coordinating venues for Commissioners' hearings and informal conferences in various locations across the state. The outcomes metrics can be found in Lines 26-51 in the Performance Measurement tab.

Processing cases for adjudication in a timely manner is one strategy to achieve the goal of controlling cost to the system. The fewer days an individual is receiving temporary workers' compensation benefits while injured the lower the cost to the system. Change in the business process resulted in the reduction of the number of days to process Appellate Request (Line 35, Performance Measurement) and the number of days between the filing of an Appeal and the Appeal Hearing (Line 38, Performance Measurement). Compensation paid to claimants for FY2015-16 totaled \$562 million, an increase of 1.6% (Line 15, Performance Measurement).

As a result of realignment of functions the Judicial Department assumed the responsibility for inventory control, postal services, copying and printing, and agency motor vehicles during the fourth quarter of FY2015-16.

Claims

The Claims Department is responsible for ensuring carriers and employers comply with all reporting requirements of the Act. This includes the initial injury report, periodic open claims status reports and final reports to close the claim. Claims Department personnel review individual case records to ensure the requirements of the Workers' Compensation Act and the rules and regulations of the Commission are being observed. The Claims Department outcome data is reflected in Lines 16-26 on the Performance Measurement tab. Notable is the substantial increase in the number of Open Cases Reviewed. The Actual Value for FY15-16 is 197% higher than the Target Value (Line 24, Performance Measurement).

As a result of realignment of functions the Claims Department assumed the responsibility for oversight of the retention and storage of case files in the fourth quarter of FY2015-16.

Information Technology Services (IT)

The IT Department is responsible for the development, maintenance, retention, storage, processing and security of data and information and evaluation of business processes to eliminate redundant systems

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and streamline workflow using information technology management systems. The function of the IT Department is critical to the success of the mission of the Commission.

During FY2015-16 the IT Department initiated the implementation of thirteen information security policies developed by the Department of Administration to comply with requirements established by General Assembly. Other key accomplishments include:

- Migrated the technology infrastructure from a physical server configuration to a virtual platform to enhance the agency's information security posture.
- Based on stakeholder recommendations, redesigned the eCase portal system to improve the end user experience.
- Developed a set of functional requirements to rewrite the system for further improvements to end users and applications and system security.
- Completed several application upgrades including an email system migration to Office 365 and a document management system (OnBase) release upgrade.
- Replaced several network switches and wireless routers to meet security objectives.
- Began the conversion of all legacy paper files to digital files by back scanning physical files retained in our Claims department.
- Completed business process reviews in the 7 Commissioner's Offices related to the processing of judicial documents and tracking of case information.
- Established reporting mechanisms to monitor the progress of hearing cases and issuing decisions and orders.
- Initiated a tracking and categorizing system for helpdesk requests for desk top support.

Goals

The Commission has identified four basic goals to accomplish its mission.

1. Ensure statutory and regulatory requirements and agency policies and practices are implemented and applied in a fair and consistent manner to all system stakeholders.
2. Develop and propose reasonable policies and regulations to control the cost of workers' compensation in the State.
3. Interact and engage system stakeholders for feedback to improve efficiencies and effectiveness of system.
4. Adopt a continuous improvement program to enhance the effectiveness and efficiency of the Commission's business processes and procedures.

To accomplish the goals, the Commission is committed to build a culture of continuous review and improvement of policies, procedures and business practices, increased efficiency and effectiveness, and fairness and consistency. The Commission relies upon the use of information technology and a highly trained workforce to achieve the objectives in the Strategic Planning tab.

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Financial Position

The Commission's operations are funded by General Appropriations from the State and Other Earmarked Funds received by the Commission for filing fees, violation fines, and fifty percent of the Self Insurance Tax collected. The Commission's total annual operating budget was \$5.5 million; \$2.03 million from State Appropriations and \$3.6 million in Other Earmarked Funds. The Commission utilized \$1.08 million Earmarked Other Funds fund balance. This was one hundred thousand dollars less than originally projected. In 2013 Act 95 was enacted by the Generally Assembly. The legislation authorized the Commission to retain 50% of the Self-Insurance Tax collected. The funds were designated for the expenses of the Commission. In FY2015-16 the Commission collected \$4.8 million in Self-Insurance Tax. The Commission retained \$2.4 million and transferred \$2.4 million to the State's General Fund. A summary of the revenues and expenditures for FY2015-16 is located at the end of this section.

Other Key Outcomes and Major Achievements FY2015-16

- Approved a new Medical Services Provider Manual (physician's fee schedule) effective September 1, 2015.
- Adopted the 2015 ICD-10 conversion effective October 1, 2015 to maintain consistency with the Commission's CMS (Medicare) based medical and compensation practices.
- Continued the process for implementing information technology security policies, guidelines and standards developed by the Budget and Control Board.
- Contracted with the S.C. School for the Deaf and the Blind for interpreting services.
- Accepted the Debit Card Advisory Committee's recommendations to allow carriers and employers to make electronic indemnity payments.
- Accepted the Narcotics Advisory Committees recommendations regarding the issue of prescribed narcotics for patients receiving treatment as a result of workers' compensation injury.
- Established a system to track number of days to complete review of contested medical bills.
- Improved web portal data access to refer claimants to SC Department of Vocational Rehabilitation for claimant outreach and referral for vocational rehabilitation services. Ninety-nine claimants were referred in FY2015-16.
- Implemented a process by which stakeholders can transmit (upload) electronic images of case documents via the Commission's Internet portal (eCase).
- Adopted the International Association of Industrial Accidents Boards and Commissions (IAIABC) Claims EDI Release 3.0 standard for the voluntary electronic transfer of Subsequent Report of Injury (SROI) information in place of the Commission's Form 18.
- Improved the process for identifying outstanding carrier fine debt to be addressed through the Order and Rule to Show Cause process.
- Implemented use of information technology systems to improve the process for scheduling and serving proper notice for Compliance Show Cause Hearings.
- Convened stakeholder group to provide guidance on issues involving claims processing, medical services oversight and hearing processes.
- Improved procedures to coordinate and schedule venues for single commissioner hearings and informal conferences with state agencies, local governments, and educational institutions. Added 21 available venues statewide.
- Conducted outreach opportunities to two stakeholder groups build relationships to assist with the management of venues for hearings.

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- Formed a partnership with SC Vocational Rehabilitation to enable our agency to use their facilities for hearing sites throughout the state.
- Improved the system to process motions, mediation requests and informal conference requests and implemented a method to monitor data for effectiveness and efficiency.
- Implemented standardization of status codes to provide consistency and accuracy among Commissioners' offices.
- Continued implementation of procedures to scan and create an electronic image of incoming case file documents for electronic storage and access.
- Implemented QA procedures for verifying electronic images.
- Conducted two training sessions, Claims Administration Workshop, for 252 stakeholders in July 2015 and May 2016. Attendees included attorneys, insurance companies, third party administrators, employers and others who deal with claims. The workshops were approved for 5.0 CLE credit hours.
- Increased the Commission's electronic general notice distribution contact list from 553 to 620.
- Posted 12 agendas and supporting documents for the Commission Business Meetings on the Commission's website two days prior to the meetings.
- Posted 103 general notices to the Commission's website.
- Emailed 54 general notices, policy advisories and updates to stakeholders and other interested parties.

Risk Assessment and Mitigation Strategies

The greatest impact on the public for the agency's failure to accomplish its goal and objectives would be the delay in getting adequate medical care to injured worker, a delay in the injured worker returning to work, and a likely increase in the cost of the workers' compensation system. This would result in an increase in the cost of workers' compensation insurance premiums for employers, which has a negative impact on the overall economic development of the State. Achieving the stated goals allows stakeholders to be treated timely and fairly; an opportunity to have constant and accessible communication to assist the Commission with improving the processes and procedures to achieve increase efficiencies and effectiveness.

Internally, the Commission is faced with two strategic challenges. The loss of corporate knowledge, skills and abilities due to employees retiring and the deployment of new information technology to improve the efficiency and effectiveness of the business processes. During FY2016-17 four employees have notified us they will retire during FY2016-17. Within the next three years 12 employees will become eligible to retire. However, the Commission sees challenges as opportunities. While the challenge is loss of well-trained productive employees, the opportunity will be for us to repurpose the positions' duties and responsibilities to align with the new more efficient business processes based on new technology and employ individuals with the skill set aligned with the job duties. Also associated with the change in technology is the loss of operating revenues.

We do not foresee the reduction in the number of FTE's completely offsetting the increase cost for the information technology. However, we foresee the new technology allowing us to be more efficient therefore possibly reducing the required number of FTE's to achieve the same outcomes.

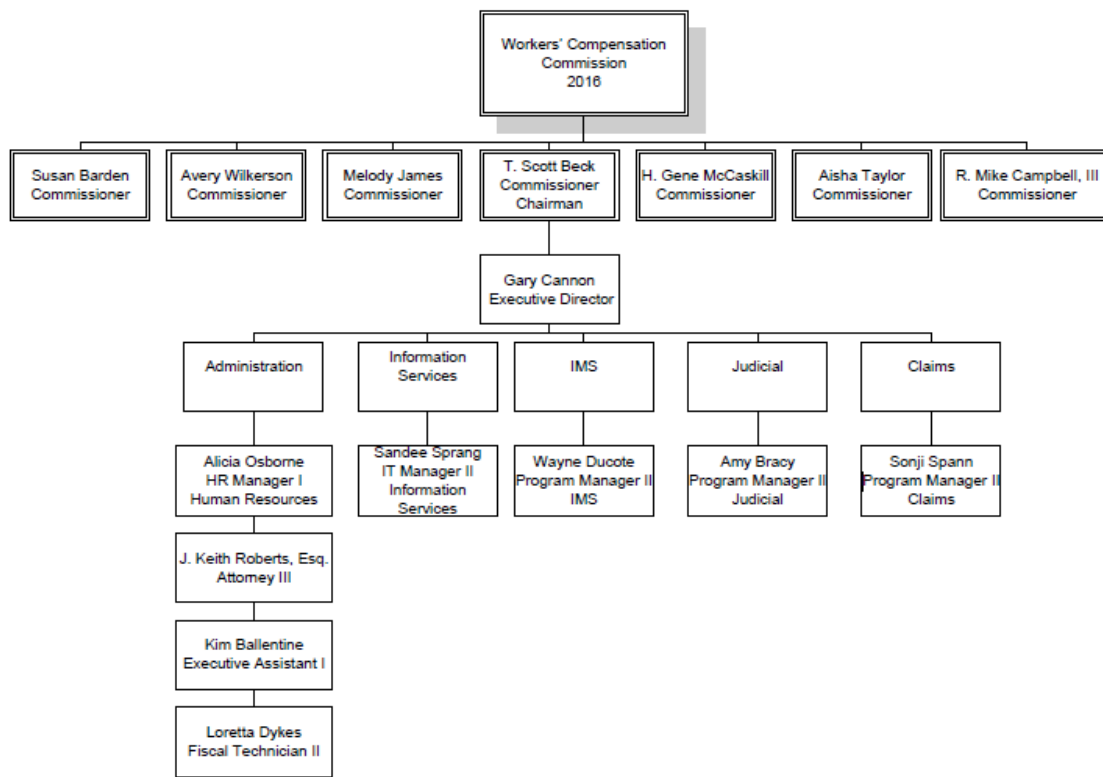
To mitigate the challenges we will need financial resources to purchase the necessary information technology. The General Assembly enacted Act 95 in 2013. It contained a sunset provision. We will

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request the General Assembly enact legislation to authorize the Commission to continue retaining 50% of the self-insurance taxes.

The deployment of new information technology management processes will allow external business partners to interface with the Commission electronically for the submission of required data to meet legally imposed deadlines. The new electronic interface will allow business partners to be more efficient and reduce cost of operations by reducing expenditures for fines and assessments. As a substantial portion of the Commission's annual operating expenses are offset by the collection of such fines and assessments, the implementation of this information technology management system may create a strategic challenge for the Commission in future years.

Organization Chart



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South Carolina Workers' Compensation Commission							
Summary of Revenues and Expenditures FY2015-16 Budget							
Period Ending June 30, 2016							
Funding and Appropriations							
		Annual		Annual	Year to Date	Budget	%
		Budget	Amend	Final	Received	Variance	Budget
						+ (-)	
General Fund Approp		\$ 1,984,261	\$ 48,831	\$ 2,033,092	\$ 2,033,092	-	
Earmarked Funds							
	Training Reg Fee	\$ 5,000		\$ 5,000	\$ 2,675	\$ (2,325)	54%
	Sale - Pubs/Subscript	\$ 8,000		\$ 8,000	\$ 8,140	\$ 140	102%
	Award Review Fee	\$ 73,000		\$ 73,000	\$ 36,575	\$ (36,425)	50%
	Sale of Photocopies	\$ 88,000		\$ 88,000	\$ 76,877	\$ (11,123)	87%
	WC Violation Fee	\$ 1,660,000		\$ 1,660,000	\$ 1,727,124	\$ 67,124	104%
	Listings and Labels	\$ 25,000		\$ 25,000	\$ 17,185	\$ (7,815)	69%
	WC Hearing Fee	\$ 562,000		\$ 562,000	\$ 573,999	\$ 11,999	102%
	Parking	\$ 5,900		\$ 5,900	\$ 6,060	\$ 160	103%
	Other	\$ 2,000		\$ 2,000	\$ 26,683	\$ 24,683	1334%
	Ttl Earmarked Fun	\$ 2,428,900		\$ 2,428,900	\$ 2,475,318	\$ 46,418	102%
Appro EM Fund Balance		\$ 1,144,679	\$ 47,093	\$ 1,191,772	\$ 1,082,780	\$ (108,992)	
GF Carry Forward			\$ -	\$ -	\$ -		
Total Funding		\$ 5,557,840	\$ 95,924	\$ 5,653,764	\$ 5,591,190		
Expenditures							
		Annual		Annual	Year to Date	Budget	
		Budget	Amend	Final	Expended	Variance	
General Fund		\$ 1,984,261	\$ 48,831	\$ 2,033,092	\$ 2,033,092	\$ -	
Earmarked Fund			\$ 3,572,066	\$ 3,572,066	\$ 3,558,098	\$ 13,968	
Total		\$ 1,984,261	\$ 3,620,897	\$ 5,605,158	\$ 5,591,190	\$ 13,968	
Year-End Net Operating Income							
			Income	Expense	Net Income		
General Fund			\$ 2,033,092				
Earmarked Fund			\$ 2,475,318				
Total			\$ 4,508,410				
Appropriated Fund Balance			\$ 1,082,780				
Total Funding			\$ 5,591,190				
General Fund Expense				\$ 2,033,092			
Earmarked Fund Expense				\$ 3,558,098			
Total Expense				\$ 5,591,190			
Net Income					\$ 0		

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Government & Citizens	Ensure consistency and fairness in administration of Act
S		1.1			Consistent and constant communication between Commissioners and staff
O			1.1.1		Conduct 12 Judicial Conferences per year to review pleadings and higher court decisions
O			1.1.2		General Counsel to conduct legal review higher court decisions with Commissioners
O			1.1.3		General Counsel to provide legal counsel to individual Commissioners on specific cases
O			1.1.4		Review policies and procedures with department heads and supervisors to ensure consistency
O			1.1.4.2		Each department to conduct monthly meetings to discuss policies and procedures
O			1.1.4.3		Review questionable policies and procedures at each all employee meeting
S		1.2			Educate stakeholders concerning Commission processes and procedures
O			1.2.1		Conduct 2 Claims Administration workshops for stakeholders
O			1.2.2.1		Provide Claims Administration instructional guide to stakeholders via website
O			1.2.3		Issue regular email communications to stakeholder distribution list-serve recipients
O			1.2.4		Make instructional presentations to stakeholder groups
			1.2.4.1		Conduct 8 presentations to professional associations and employer groups
S		1.3			Educate staff concerning proper administration of Act
O			1.3.1		Conduct monthly departmental meetings
O			1.3.1.1		Review business processes for improvement
O			1.3.2		Conduct ethics training for Commissioners, AAs, Department Heads and Executive Staff
O			1.3.3		Conduct 8 Department Head meetings
O			1.3.4		Hold 4 Executive Leadership Team meetings
O			1.3.5		Conduct monthly All Employee meetings
S		1.4			Ensure business practices and procedures align with statutory and regulatory authority
O			1.4.1		Establish strategic plan to conduct complete review of business processes by division
			1.4.2		Conduct review of Compliance Program to ensure equity of fines assessment
S		1.5			Continue to monitor mediation program reporting and informal conferences
			1.5.1		Review monthly required reports submitted by stakeholders on mediation outcomes
			1.5.2		Review monthly required reports submitted by mediator conducting informal conferences
S		1.6			Continue to assist SC Dept of Vocational Rehabilitation outreach program to claimants
			1.6.1		Continue to provide SCDVR electronic remote access to claims data base
S		1.7			Monitor required reports and assess fines to ensure compliance with Act
			1.7.1		Review forms submitted for timeliness and correct data
G	2			Government & Citizens	Implementation of policies and regulations to control system costs
S		2.1			Maintain up to date medical fee schedules

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			2.1.1		Update Medical Services Provider Manual annually
			2.1.2		Provide timely response to medical billing questions
			2.1.3		Conduct bill review disputes as required
			2.1.2.1		Identify special areas of Medical Fee Schedule to determine if adjustments are needed
			2.1.3		Review Regulation 67 for needed revisions
			2.1.3.1		Proceed with procedures to seek approval of recommended changes
S		2.2			Conduct Investigations to Compel Compliance with the Act
O			2.2.1		Conduct a minimum of 1,500 Compliance Investigations
-			2.2.2		Evaluate data from outside sources to ensure effective compliance investigations
G	3			Public Infrastructure & Ec	Ensure effective communication between Commission and Stakeholders
S		3.1			Implement and maintain information communication methods
O			3.1.1		Conduct 2 Claims Administration workshops for stakeholders
O			3.1.2		Maintain e-mail list-serve mechanisms
O			3.1.3		Maintain web presence with current, up to date content
O			3.1.4		Make instructional presentations to 6 stakeholder groups
O			3.1.5		Make presentation to general public and civic groups requested
S		3.2			Interact with Stakeholders to determine communication needs and preferences
O			3.2.1		Meet with Workers' Compensation Advisory
O			3.2.2		Convene ad hoc focus groups to discuss proposed changes to policies and procedures
O			3.2.3		Conduct outreach program at stakeholder professional association meetings
S		3.3			Explore applicability of new communication techniques /mediums
O			3.3.1		Implement survey among peer organizations
O			3.3.2		Query other state agencies concerning customer communication practices
G	4			Government & Citizens	Adopt continuous improvement culture to enhance efficiency and effectiveness
S		4.1			Interact with Stakeholder groups to determine stakeholder needs
O			4.1.1		Meet with Governor's Advisory Committee as necessary
O			4.1.2		Meet with Claims Adjustors focus group semi annually
O			4.1.3		Meet with Medical Services Advisory Panel at a minimum semi annually or as needed
O			4.1.4		Constitute and convene stakeholder's focus groups as necessary
			4.1.5		Monthly Commission Business Meetings to review departmental project status reports
S		4.2			Research peer agency structures and processes
O			4.2.1		Participate in professional association meetings and conference calls (SAWCA; IAIABC)
S		4.3			Review process improvements through attrition/succession planning

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			4.3.1		Continue to evaluate financial resources and staffing plan
O			4.3.2		Develop annual year process improvement plan associated with budgeted resources
O			4.3.3		Continue to enhance system to allow stakeholders to submit documents electronically
			4.3.4		Develop plan for continuity of Informal Conference program
S		4.4			Continue Implementation of Information Technology Program
O			4.4.1		Continue to evaluate Electronic Data Interface Program (EDI) for improvements
O			4.4.2		Upgrade infrastructure to allow Technology and security enhancements
O			4.4.3		Improve business processes through technology upgrades (Progress rewrite)
S		4.5			Evaluate Self Insurance Program
			4.5.1		Review application process for self-insurance approval
-	-		4.5.2		Monitor number of days to process self-insurance application
-	-		4.5.2		Monitor number of self-insured audits
			4.5.2.1		Conduct audits of 50% of self-insured
-	-		4.5.3		Monitor number of days to conduct self-insured audits
			4.5.3.1		Establish goal for number of days to complete audit
-			4.5.4		Establish strategic plan for continuity of quality of service

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Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
1	Number of claims filed (12A and 12M) during FY	62,977	61,535	65,000	7/1 - 6/30	SCWCC Data	Monthly	1.2, 1.3, 4.1, 4.2,
2	Compliance Investigations Initiated	1,150	1,618	1,700	7/1 - 6/30	SCWCC Data	Monthly	2.2.1, 2.2.2
3	Compliance Investigations Closed	346	1,726	1,500	7/1 - 6/30	SCWCC Data	Monthly	2.2.1, 2.2.2
4	Number of employers compelled to obtain insurance	306	253	275	7/1 - 6/30	SCWCC Data	Monthly	2.2.1, 2.2.2
5	Average number of employees covered by compliance requirements	2,846	3,004	2,475	7/1 - 6/30	SCWCC Data	Monthly	2.2.1, 2.2.2
6	Amount of compliance fines issued/collected	\$ 902,000	\$902,128	\$900,000	7/1 - 6/30	SCWCC Data	Monthly	2.2.1, 2.2.2
7	Self Insurance applications	330	256	275	7/1 - 6/30	SCWCC Data	Monthly	4.5.1
8	Self Insurance applications approved	259	252	270	7/1 - 6/30	SCWCC Data	Monthly	4.5.2
9	Self-insureds audits	53	50	51	7/1 - 6/30	SCWCC Data	Monthly	4.5.2
10	Self-insurance tax payments	103	103	103	7/1 - 6/30	SCWCC Data	Monthly	4.5.3
11	Stakeholders email distribution list	478	627	625	7/1 - 6/30	SCWCC Data	Annual	3.1.2
12	Business Meetings Agendas and Supporting information	12	12	12	7/1 - 6/30	SCWCC Data	Annual	3.1.2
13	General Notices posted to website	138	122	130	7/1 - 6/30	SCWCC Data	Annual	3.1.3
14	Medical Paid on closed claims for FY	\$ 334.1 m	\$ 333.9 m	\$325 m	7/1 - 6/30	SCWCC Data	Annual	2.1.1
15	Compensation paid on closed claims for FY	\$ 561.7 m	\$ 562.3 m	\$555.5 m	7/1 - 6/30	SCWCC Data	Monthly	2.1
16	Temporary Compensation Report (Form 15)	25,349	25,552	25,000	7/1 - 6/30	SCWCC Data	Monthly	1.7
17	Carriers Periodic Report (Form 18)	52,735	56,180	55,100	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
18	Statement of Earnings (Form 20)	10,234	9,814	10,000	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
19	Fee Petitions Processed (Form 61)	8,338	9,128	8,600	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
20	Letters of Representation	1,689	2,517	2,300	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
21	Clincher Agreements	9,659	9,094	9,600	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
22	Third Party Settlements	287	312	315	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
23	SSA Requests	1,266	840	1,100	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3
24	Open cases reviewed	6,448	19,119	17,000	7/1 - 6/30	SCWCC Data	Monthly	1.7, 4.4.1, 4.4.2, 4.4.3

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Performance Measurement Template

Item	Performance Measure	Target Value	Actual Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)
25	Open cases closed	27,743	27,288	28,000	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.7, 4.4.1, 4.4.2, 4.4.3
26	Settlement Agreements Processed	13,341	15,522	13,500	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.1.
27	Cases docketed for single commissioner hearings	9,765	10,382	10,500	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4.1, 1.4.2
28	Claimants pleadings	6,826	7,321	7,300	7/1 - 6/30	SCWCC Data	Monthly	Data Count
29	Defense reponse to pleadings	5,803	6,190	5,700	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
30	Defense Pleadings	3,395	3,528	3,425	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
31	Motions	1,302	1,477	1,350	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
32	Request for Commission Review (Form 30)	312	276	300	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
33	Cases docketed Appellate hearings commissioner hearings	334	322	340	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
34	Number of Appellate Hearings	173	155	165	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
35	Avg Days to process appellate request	76	57	60	7/1 - 6/30	SCWCC Data	Annual	Data Count 1.4
36	Full Commission Orders Served	233	157	175	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
37	Single Commissioner Hearings Conducted	1,229	1,183	1,225	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
38	Avg Days to Appeal Hearing from filing date	120	87	90	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
39	Days to process hearing request	28	30	30	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
40	Days from last request to hearing	85	97	85	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
41	Single Commissioner Orders Served	1,296	1,383	1,200	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
42	Consent Orders	2,720	3,252	2,900	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
43	Administrative Orders	524	673	640	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
44	Clincher Conference Requested	1,214	1,290	1,350	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.4
45	Informal Conference Requested	4,404	4,448	4,625	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
46	Informal Conference Conducted	2,745	2,776	3,100	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
47	Regulatory Mediations	1,520	888	1,200	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
48	Requested Mediations	158	319	275	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
49	Ordered Mediations	43	18	15	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
50	Resolved through mediation	627	703	775	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
51	Mediation Not resolved in 60 days		104	110	7/1 - 6/30	SCWCC Data	Monthly	Data Count 1.5.1, 1.5.2
52	Staff Training conducted	6	6	8	7/1 - 6/30	SCWCC Data	Annual	Data Count 1.3
53	Claimants contacted by SCVRD	99	119	120	7/1 - 6/30	SCWCC Data	Annual	Data Count 1.6
54	Stakeholder Education Events	5	8	8	7/1 - 6/30	SCWCC Data	Annual	Data Count 1.2, 3.1, 3.2, 4.1
55	Update Medical Services Provider Manual	0	0	1	1/1-6/30	SCWCC Data/medical data from carriers	Annual	Data Count 2.1.1

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Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
Administration	Provides administrative oversight to agency's programs to include budgeting, finance, human resources, legal, procurement and administrative support	\$ 249,884	\$ 1,623,208		\$ 1,873,092	\$ 221,007	\$ 2,641,039		\$ 2,862,046	1.1,1.2,1.3,1.4,1.5,1.6,1.7, 2.1,2.2,3.1,3.2,4.1,4.2,4.3, 4.4,4.5
Commissioners	Adjudication of cases and policy development	\$ 1,572,390	\$ 245,085		\$ 1,817,475	\$ 1,133,336	\$ 300,700		\$ 1,434,036	1.2,2.1,4.1
Judicial Management	Oversight of processing of cases appealed to single commissioner and appellate panel		\$ 473,872		\$ 473,872	\$ 29,267	\$ 305,579		\$ 334,846	1.2,1.5
Insurance and Medical Svcs	Insure correct compliance with WC statutes	\$ 38,186	\$ 767,526		\$ 805,713	\$ 26,632	\$ 522,381		\$ 549,013	1.2,2.1,2.2,4.5
Claims	Provides oversight to current claims to ensure compliance and process all claims when closed	\$ 100,000	\$ 449,217		\$ 549,217	\$ 77,223	\$ 291,710		\$ 368,933	1.7,3.2,4.1,2,4.41
Salary Increase (3.25%)	FY16-17 Budget Proviso 117-118				\$ -	\$ 53,911			#REF!	
Employee Benefits	Included in Program budget totals				\$ -	\$ 520,704	\$ 607,999		\$ 1,128,703	
					\$ -				\$ -	
					\$ -				\$ -	

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statuary Requirement and/or Authority Granted	Associated Program(s)
1	Title 42 Chapter 1	State	Statute	General Provisions of the Workers' Compensation Law	Administration, Judicial, Insurance and Medical Services, Claims
2	Title 42 Chapter 3	State	Statute	Creates department, establishes terms of office, vacancies, duties of Commission. Provides	Administration and Judicial
3	Title 42 Chapter 5	State	Statute	Establishes employer requirements for insurance, penalites, compliance requirements, and tax on self-insurers	Insurance and Medical Services
4	Title 42 Chapter 9	State	Statute	Provides for the basis of awards for compensation and payment of compensation benefits	Judicial , Claims
5	Title 42, Chapter 11	State	Statute	Provides for procedure and entitlement to benefits in cases involving an occupational illness	Judicial, Claims, Insurance and Medical Services
6	Title 42, Chapter 17	State	Statute	Establishes authority to conduct hearings and appeals by the Full Commission, provides	Judicial, Claims
7	Title 42, Chapter 19	State	Statute	Establishes requirements for records and reports, establishes confidentiality of records in the	Judicial , Claims
8	Title 1, Chapter 23	State	Statute	Authority of Commission for rule making and adjudication of contested cases	Judicial, Administration, Claims
9	Title 38, Chapter 1 and Chapter 7	State	Statute	Title and Definitions of Insurance, insurance fees and taxes, and fraud	Judicial, insurance and Medical Services, Administration
10	SC Appellate court Rule 241,	State	Statute	Rules of appellate practice	Judicial
12	Chapter 67	State	Regulation	Regulations of the SC Workers' Compensation Commission	Administration, Judicial, Insurance and Medical Services, Claims
13	Proviso 74.1	State	Proviso	Authority to collect and retain revenues from the Medical Services Provider Manual Sales	Administration, Judicial, Insurance and Medical Services, Claims
14	Proviso 74.2	State	Proviso	Authority to collect and retain revenues from the Educational Seminar	Administration, Judicial, Insurance and Medical Services, Claims
15	Proviso 74.3	State	Proviso	Authority to retain and expend revenues collected from the \$25 filing fee for hearings, settlements or motion.	Administration, Judicial, Insurance and Medical Services, Claims

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
Administration	Oversight programs	budget, financial, policy, administration	Executive Branch/State Agencies	
Administration	recommendations for legislative and regulatory changes	draft legislation, proposed regulations	Legislative Branch	
Administration		Ombudsman services	General Public	Injured workers' or families
Administration	Information Technology	contract services for technology infrastructure	Executive Branch/State Agencies	Division of Technology
Administration	Information Technology	information technology services	Industry	parties to claims
Administration	Education/Outreach	Educational workshop	Industry	adjusters, attorneys, insurance carriers
Administration	Education/Outreach	presentation to stakeholder groups	Professional Organization	SC Bar, SCWCEA, IWA
Judicial	adjudication of claims	processing hearing requests, motions	Industry	Attorneys
Judicial	adjudication of claims	processing hearing requests, motions	General Public	claimants
Judicial	adjudication of claims	processing appeals	Judicial Branch	
Claims	Review case files	processing of required reports	Industry	insurance carriers
Insurance & Medical Services	Compliance	ensure employers have required insurance	Industry	Employers
Insurance & Medical Services	Coverage	ensure employers have required insurance	Industry	Employers, insurance carriers
Insurance & Medical Services	Medical Fee Schedule	oversee medical payments for claimants	Industry	medical service providers, insurance carriers
Insurance & Medical Services	Self-Insurance Program	oversight of self-insurers	Industry	self insured employers

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
Governor's Office	State Government	appointment of commissioners, budget approval	
General Assembly	State Government	approval of statutes and regulations, budget	
SC Department of Vocational Rehabilitation	State Government	Data sharing to provide referrals for claimants	
SC Department of Vocational Rehabilitation	State Government	Use of facilities to conduct hearings	
SC Department of Employment and Workforce	State Government	Data sharing to determine employers insurance coverage requirement	
SC Municipalities	Local Government	Use of courtroom facilities to conduct hearings	
SC Counties	Local Government	Use of courtroom facilities to conduct hearings	
Council of Governments	Local Government	Use of courtroom facilities to conduct hearings	
NCCI	Non-Governmental Organization	Data sharing for insurance coverage compliance	
Optum Consultant	Non-Governmental Organization	Annual renewal of Medical Fee Schedule	
Center for Medicaid and Medicare Services	Federal Government	Annual data sharing for medical fee schedule	
SC Court System	State Government	adjudication of appeals	
SC Division of Technology	State Government	contract services for technology infrasture	

